



HOUSE OF LORDS

Business Plan 2015/16

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Foreword from the Clerk of the Parliaments

The House's Strategy for the Administration 2014–19 sets out the Administration's strategic objectives: effectiveness; efficiency; restoration, renewal and stewardship; engagement; and partnership. These five aims are apparent throughout this Business Plan and underpin all that we do.

In the foreword to last year's Plan, I noted that the Strategic Plan placed an emphasis on partnership and joint working. When it agreed the Strategic Plan in July 2013, the House Committee set the Administration an aim to "work jointly with the House of Commons Service, and where possible amalgamate, when doing so improves services or provides value for money and does not compromise our objectives or the House of Lords' voice." The desire for more joint working was echoed by the House of Commons Governance Committee which reported in December 2014. As a result, the House Committee and Commission have already commissioned a review, starting in April 2015, which will look at the operation of, and further opportunities for, joint working between the two Houses. Much of the work we do is already conducted jointly or in close partnership with the House of Commons, as the activities planned for 2015–16 demonstrate. The creation of the new Parliamentary Digital Service on 1 April 2015, and the fostering of a digital culture, will require us to work closely with colleagues in the Commons and the new Service. The development of the role of the Parliamentary Security Director, and bringing in-house the security staff currently employed by the Metropolitan Police into Parliamentary staff, is another area in which my colleagues and I are working closely with the House of Commons. The next year—indeed, much of the 2015 Parliament—will also see both Houses taking major joint decisions on the restoration and renewal of the Palace of Westminster.

As ever, all of our work, bicameral or not, needs to be undertaken against a background of continuing financial constraints. Since the savings target was agreed in 2010, the House has made a real-terms saving of 15% in the resource budget. This is a significant achievement, given the increased active membership of the House.

Whatever the outcome of the General Election, the next year looks set to be a busy one for the Administration, both in supporting "business as usual" and in taking forward the initiatives mentioned above and elsewhere in this Business Plan.

David Beamish

Introduction

Our Aim, Objectives and Values

The strategic aim of the House of Lords Administration is to enable the House and its members to carry out their parliamentary functions effectively.¹ To achieve our strategic aim we will pursue the following strategic objectives, as described in the Strategic Plan 2014–19:

- Effectiveness – with impartiality, support and strengthen the House in performing its core functions of:
 - scrutinising and amending legislation
 - holding the executive to account
 - debating public policy
- Efficiency – make efficient use of human, physical and financial resources.
- Restoration, Renewal and Stewardship – jointly with the House of Commons, deliver a policy for restoring and renewing the Palace of Westminster.
- Engagement – communicate and foster engagement with the work of the House as an effective second Chamber at home and abroad.
- Partnership – play a full part in the functioning of the United Kingdom Parliament as a whole.

In delivering our aim and objectives, we are also 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

This Business Plan describes, at a corporate and strategic level, how we intend, notwithstanding continued financial austerity, to develop and improve services and meet new challenges over the next three-year planning period² and beyond in order to deliver the Administration's strategic aim and objectives in accordance with agreed values and principles while also being an open, welcoming and diverse organisation. The Business

¹ *House of Lords Administration Strategic Plan 2014–19*: <http://www.parliament.uk/documents/lords-information-office/2013/House-of-Lords-Strategic-Plan-2014-19.pdf>

² 2015/16 – 2017/18

Plan reflects the priorities identified in the Strategic Plan, as well as the results of staff and member surveys conducted in 2014. The Business Plan is largely derived from the business plans of the Offices and Departments of the Administration but does not describe every aspect of “business as usual” nor set out every activity contained in office business plans, even though all such activities are of great importance in meeting our aim and objectives.

This planning period will coincide with the beginning of a new Parliament but the Business Plan is written before the dissolution of Parliament. We will keep under review the impact of changes arising as a result of the General Election, as well as from developments in devolution and constitutional reform, which will provide the political context in which we will work to deliver this Plan.

Corporate themes

1. Corporate activity

Over the next three years we expect to see an increasing emphasis on joint working with the House of Commons in line with our strategic commitment to partnership with the Commons. Relevant activities are indicated in the Business Plan, including the establishment of the Digital Service, changes to the governance of security and co-operation between the Management Boards on corporate initiatives, such as change and resourcing for change, portfolio monitoring and continuous improvement. Shared services will be reviewed, as recommended by the House of Commons Governance Committee, whose recommendations the House Committee considered on 24 February 2015. We will engage with all these developments and will support the House in other corporate reviews of governance as required. We will review our current five year strategic plan (2014–2019) in the light of the outcome of these reviews.

We will, however, seek to enhance our business and financial planning processes, including by increasing our focus on “horizon scanning”. We have adopted a new set of corporate risks, with effect from the beginning of the 2015/16 financial year (see page 23) including a new Governance risk, which is defined as the ‘Failure to maintain effective governance arrangements between the Administration and members’.

In addition to these corporate activities, we expect to continue our commitment to controlling costs; to maximise the benefits of new digital developments; to consider the management of sickness absence; to enhance the security of the Parliamentary estate; and to pursue vigorously the renewal of the Parliamentary buildings.

2. Savings strategy and financial plan

This Business Plan is underpinned by a financial plan which was agreed by the House Committee in December 2014 and is reproduced at page 28. The Financial Plan is subject to a savings strategy first agreed by the House Committee in 2010 (as modified in June 2013) which will shape spending until 2019. This represents the House’s response to the public sector savings challenge as follows:

“We will adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances, including increased attendance.”

Achievement against this financial remit to date has brought real-terms savings of 15% in the resource budget. These figures and the expected expenditure for the next three years are set out in Table 1.³ The table shows that the resource budget will stay well within the financial control total. It is worth noting also that in 2010/11 the House of Lords Administration, by way of response to the need for savings which faced the whole public sector, made additional in-year savings which resulted in a substantial underspend that year.

The system of sharing certain costs between the two Houses has been reviewed and simplified. Changes will take effect from 1 April 2015. The Lords' stake in digital services will increase from 20% to 30%; the net effect is to transfer £3m of costs from the Commons to the Lords. There is no impact on the taxpayer.

Table 1

Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Resource budget £m ⁴	102	100 ⁵	102	98	99	103	106	115
Resource control total £m ⁶		105	111	113	116	118	120	122
Saving in real terms since 2010/11 (difference between budget and control total as % of control total)		5%	8%	13%	15%	13%	13%	6%
Capital budget £m	27	18	15	16	22	28	52	33

3 The large increase in capital budget in 2016/17 is for a project to refurbish 5 Great College Street. The large increase in resource budget in 2017/18 allows for a revaluation adjustment when that project is complete.

4 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.

5 Excluding £10m non-cash provision for revaluation of Millbank House.

6 This is the 2010/11 budget inflated by reference to September CPI. CPI increases were, for the period 2010/11 to 2014/15, 3.1%, 5.2%, 2.2%, 2.7% and 1.2% for each financial year.

3. Digital

The House of Lords Management Board and the House of Commons Management Board have agreed that on 1 April 2015 a new Parliamentary Digital Service (PDS) will come into being. The PDS will bring together the management of all online and ICT services into a single organisation under a Director of that Service, publicly accountable for delivering measurably rising levels of satisfaction with Parliament's digital services from members, staff and the public. We will work closely with the PDS and colleagues in the House of Commons Service to ensure that the new digital service is a success; to foster an integrated digital culture across the Administration; and to support transition from paper-based procedural publications and processes through the delivery of more effective digital services for members, staff and the public. We will also work to realise the benefits of technology and systems already in place, having due regard to security.

4. Security

In 2014, the House Committee and the House of Commons Commission agreed that responsibility for every aspect of security should lie with the Parliamentary Security Director, as a single accountable security expert, and that the security officer work force, who are currently employed by the Metropolitan Police Service (MPS), should be brought in-house to become Parliamentary staff. Parliament will continue to work in strategic partnership with the MPS which will retain responsibility for core functions of armed and unarmed policing. Implementing these decisions will require significant changes in security governance arrangements across Parliament, which will be delivered in 2015/16.

5. Restoration, Renewal and Stewardship

The Strategic Plan makes the restoration, renewal and stewardship of the Palace of Westminster one of the strategic objectives for the planning period to 2019 and beyond. In 2013, a consortium led by Deloitte Real Estate was appointed to undertake an independent options appraisal of requirements and of ways in which a programme of restoration might be undertaken. The options appraisal will be published after the General Election, and a decision will need to be taken by both Houses regarding the preferred option. In the meantime, the prospect of some kind of renewal on a large scale is already shaping many of our activities, including up-dating the accommodation strategy and maximising accommodation outside the Palace by bringing forward programmes of refurbishment. Work also continues on a programme of "aggressive maintenance" in respect of mechanical and electrical services, on fire safety measures and safety matters more generally, on restoring the cast iron roofs, and on certain conservation projects. A more detailed account of these measures is given on page 14–15.

Our Strategic Tasks

As well as strategic objectives, the Strategic Plan describes a number of strategic tasks that underpin delivery of the strategic objectives in support of our aim. The next section of this Business Plan sets out our core activities for the planning period in delivering these strategic tasks but we first set them out in full for reference.

Strategic tasks of the Administration to 2019

1. Effectiveness

To support the House's core functions we will:

- (a) In a timely manner, provide Members with the support services and information they need to carry out their core parliamentary work.
- (b) Exploit developments in ICT, information management and data systems to enable Members and staff to work in more flexible and cost-effective ways.
- (c) Propose and advise on improvements to the procedures and working practices of the House so as to strengthen its scrutiny of the executive and of legislation.
- (d) Work with professionalism and with confidence in our ability to innovate, and be an open and diverse organisation.

2. Efficiency

To make best use of human, physical and financial resources we will:

- (a) Make flexible use of resources to meet the House's changing priorities.
- (b) Recruit and retain good staff and make best use of pay and reward to that end.
- (c) Adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances, including increased attendance.
- (d) Continuously seek to improve value for money and to identify inefficiencies and waste.

3. Restoration, Renewal and Stewardship

To deliver a policy for restoring and renewing the Palace of Westminster we will:

- (a) Give priority to works projects which ensure fire safety, mitigate the worst mechanical and electrical risks, and restore the Cast Iron Roofs.
- (b) With the House of Commons, support the House in making and implementing decisions on the independent options appraisal for restoration and renewal of the Palace of Westminster.

- (c) Implement a programme of extending and renovating office space for members.
- (d) Decide on options for the future location of the Archives collection and services.
- (e) In the context of restoration and renewal, develop collections care and management programmes which balance preservation and public access goals.

4. Engagement

To communicate the work of the House and engage with the public we will:

- (a) Use online channels to promote a recognisable corporate image for the House of Lords and to explain its work.
- (b) Develop effective interactions between members of the House and the public.
- (c) Explain the work of the House in its own voice through targeted outreach and educational programmes.
- (d) Take advantage of commemorative events to enhance public understanding of the work of the House.

5. Partnership

To play a full part in the functioning of Parliament we will:

- (a) Work jointly with the House of Commons Service, and where possible amalgamate, when doing so improves services or provides value for money and does not compromise our objectives or the House of Lords' voice.
- (b) Engage and exchange best practice with other Parliaments and Assemblies.

The Business Plan and other corporate publications

This Business Plan is one of a number of publications setting out the House's corporate policies. The Strategic Plan covers the period 2014–19.⁷ The Annual Report of the House of Lords sets 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 2013/14, is published as HL Paper 43 of Session 2014/15.⁸ The Resource Accounts of the House of Lords for 2013/14 are published as HL Paper 24 of Session 2014/15.⁹ The annual report and resource accounts which relate to the period of this business plan will be published in July 2016. All these documents are available at www.parliament.uk.

7 <http://www.parliament.uk/documents/lords-information-office/2013/House-of-Lords-Strategic-Plan-2014-19.pdf>

8 <http://www.publications.parliament.uk/pa/ld201415/ldbrie/43/43.pdf>

9 <http://www.publications.parliament.uk/pa/ld/ldresource/24/24.pdf>

Business Plan 2015/16–2017/18

Effectiveness

With impartiality, we will support and strengthen the House in performing its core functions of scrutinising and amending legislation, holding the executive to account and debating public policy.

In a timely manner, we will provide Members with the support services and information they need to carry out their core parliamentary work.

Business area	Deliverable	Target Date	Responsible
Scrutiny	<ul style="list-style-type: none"> Use the General Election period to evaluate committee effectiveness and plan future activity. 	2015/16	Clerk of Committees
Library research services	<ul style="list-style-type: none"> Continue to deliver high quality reference and research services, making refinements to proactive products and with a strong focus on staff training, to ensure the appropriate level of specialist expertise is maintained to support members' parliamentary work. Promote Library Information Desks as key source of advice on services and facilities. Review discrete areas of the collections, ensuring that material meets the information needs of members, researchers and staff. 	2015/16 2015/16	Director of Information Services and Librarian Director of Library Services
Business resilience, continuity and contingency planning	<ul style="list-style-type: none"> Continue to develop alternative options for relocation through the Relocation Contingencies Programme. [jointly with the House of Commons] 	2015/16	Black Rod Director of Facilities
Finance	<ul style="list-style-type: none"> Support and implement a review of the scheme of financial support for members. 	2015/16	Finance Director

Exploit developments in ICT, information management and data systems to enable Members and staff to work in more flexible and cost-effective ways.

Business area	Deliverable	Target Date	Responsible
Legislation	<ul style="list-style-type: none"> With other stakeholders, develop and introduce a new legislative drafting, amending and publishing system. [jointly with the House of Commons] 	2016/17 – 2017/18	Clerk of Legislation Director of the Parliamentary Digital Service
Business-related programmes and applications	<ul style="list-style-type: none"> Bedding-in of the electronic Questions and Answers application. [jointly with the House of Commons] 	July 2015	Clerk of the Journals Editor of Debates
	<ul style="list-style-type: none"> Hansard's reporting suite, which is built on Word 2003, has reached the end of its life and it will be migrated to Word 2013 by summer 2015. Further improvements of the reporting suite will follow after this migration. [jointly with the House of Commons] 	2016/17	Editor of Debates
	<ul style="list-style-type: none"> With the Commons, engage with the Government project to overhaul Explanatory Notes, particularly in relation to e-publication. [jointly with the House of Commons] 	2015/16	Director of the Parliamentary Digital Service Clerk of Legislation
	<ul style="list-style-type: none"> Following completion of the external data.parliament platform, migrate key reusable data-sets to the platform. 	2015/16	Clerk of the Journals Director of the Parliamentary Digital Service
	<ul style="list-style-type: none"> Implement electronic recording of divisions and attendances 	By July 2015	Clerk of the Journals
	<ul style="list-style-type: none"> Develop replacements for the Lords Business applications and Registry papers Consider successor arrangements for SPIRE, the records management function, after the supporting Meridio software ceases to be supported. [jointly with the House of Commons] 	By April 2017 2015/16–2016/17	Director of Information Services and Librarian Director of Archives Director of the Parliamentary Digital Service Clerk of the Parliaments

Business area	Deliverable	Target Date	Responsible
Members' ICT	<ul style="list-style-type: none"> Implement recommendations of the Information Committee review of ICT provision to members, and consider additional investment in ICT training to generate long-term savings in ICT support costs. 	2015/16	Reading Clerk
Digital	<ul style="list-style-type: none"> Develop and implement a new Digital Strategy to 2020. <i>[jointly with the House of Commons]</i> 	2015/16–2019/20	Management Board Director of the Parliamentary Digital Service
Audio Video	<ul style="list-style-type: none"> Provide a new online video platform with more live and recorded feeds of Lords proceedings on mobile devices and PCs. 	2015/16	Director of Information Services and Librarian
	<ul style="list-style-type: none"> Enter into a combined sound and vision contract providing audio and video facilities in the Lords Chamber, Committee rooms, and elsewhere. 	2015/16	Director of the Parliamentary Digital Service
	<ul style="list-style-type: none"> Replacement of telephony infrastructure across Parliament. <i>[jointly with the House of Commons]</i> 	2015/16	Director of the Parliamentary Digital Service

Propose and advise on improvements to the procedures and working practices of the House so as to strengthen its scrutiny of the executive and of legislation.

Business area	Deliverable	Target Date	Responsible
Printing and publishing	<ul style="list-style-type: none"> Complete preparations for end of current printing and e-publishing contracts and implement successor arrangements. 	April 2016	Clerk Assistant Clerk of the Journals Director of the Parliamentary Digital Service

Work with professionalism and with confidence in our ability to innovate, and be an open and diverse organisation.

Business area	Deliverable	Target Date	Responsible
Corporate governance	• Facilitate an external review of the Audit Committee.	2015/16	Corporate Services
	• Facilitate an external review of the Management Board/Administration.	2015/16	

Efficiency

We will make efficient use of human, physical and financial resources

Make flexible use of resources to meet the House's changing priorities.

Business area	Deliverable	Target Date	Responsible
Security	• Plan for new contractual arrangements with the Metropolitan Police Service, including insourcing of security officers. <i>[jointly with the House of Commons]</i>	2015/16	Parliamentary Security Director
	• Implementation of the 2014–19 Strategic Plan for Parliamentary Security. <i>[jointly with the House of Commons]</i>	2015/16–2018/19	Management Board
	• Implementation of changes to security governance. <i>[jointly with the House of Commons]</i>	2015/16	Parliamentary Security Director

Recruit and retain good staff and make best use of pay and reward to that end.

Business area	Deliverable	Target Date	Responsible
Pay and grading	<ul style="list-style-type: none"> Carry out a full pay and grading review of House staff. Merge pension scheme with Civil Service and implement changes to public sector pension schemes from April 2015. 	2015/16 2015/16	Director of Human Resources
People Business Plan	<ul style="list-style-type: none"> Implement the policies in the People Business Plan (incorporating 2014 staff survey results). 	2015/16–2016/17	Director of Human Resources

Adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances, including increased attendance.

Business area	Deliverable	Target Date	Responsible
Financial Planning	<ul style="list-style-type: none"> Aim in successive financial planning rounds to respect the resource control total. 	2015/16–2016/17	Finance Director
Catering and Retail	<ul style="list-style-type: none"> Continue to reduce subsidy and improve service by delivering the objectives of the Catering and Retail Change Programme. Develop further retail trading and e-commerce opportunities, including product development, banqueting marketing opportunities, online trading. Develop income generation opportunities. 	2015/16 2015/16 2015/16	Director of Facilities

Continuously seek to improve value for money and to identify inefficiencies and waste.

Business area	Deliverable	Target Date	Responsible
Value for money	<ul style="list-style-type: none"> Participate in a Continuous Improvement initiative [Jointly with the House of Commons]. 	2015/16–2016/17	Finance Director

Restoration, Renewal and Stewardship

Jointly with the House of Commons, we will deliver a policy for restoring and renewing the Palace of Westminster

Give priority to works projects which ensure fire safety, mitigate the worst mechanical and electrical risks, and restore the Cast Iron Roofs.

Business area	Deliverable	Target Date	Responsible
Mitigating works projects	<ul style="list-style-type: none"> Continue the five-year programme of “aggressive maintenance” of mechanical and electrical (M&E) services. <i>[Jointly with the House of Commons]</i> 	2015/16–2016/17	Director of Facilities
	<ul style="list-style-type: none"> Continue fire safety projects across the Estate. <i>[Jointly with the House of Commons]</i> 	2015/16–2018/19	
	<ul style="list-style-type: none"> Continue replacement of cast iron roof. <i>[Jointly with the House of Commons]</i> 	2015/16	
Stewardship	<ul style="list-style-type: none"> Continue restoration of encaustic tiles. <i>[Jointly with the House of Commons]</i> 	2015/16–2017/18	Director of Facilities
	<ul style="list-style-type: none"> Continuation of Westminster Hall conservation works. <i>[Jointly with the House of Commons]</i> 	2015/16	
	<ul style="list-style-type: none"> Renovate the Palace’s bronze windows. <i>[Jointly with the House of Commons]</i> 	2015/16–2018/19	

With the House of Commons, support the House in making and implementing decisions on the independent options appraisal for restoration and renewal of the Palace of Westminster.

Business area	Deliverable	Target Date	Responsible
Restoration and renewal	<ul style="list-style-type: none"> Enable the two Houses to decide the way ahead following the publication of the Independent Options Appraisal for restoring and renewing the Palace. <i>[Jointly with the House of Commons]</i> 	By summer 2016	Director of Facilities
	<ul style="list-style-type: none"> Further consideration of the Parliamentary Estates Masterplan. <i>[Jointly with the House of Commons]</i> 	2015/16	Management Board

Implement a programme of extending and renovating office space for members.

Business area	Deliverable	Target Date	Responsible
Accommodation strategy	<ul style="list-style-type: none"> Revise and implement the House of Lords Accommodation Strategy and continue development of strategic decant requirements relating to restoration projects. 	2015/16	Director of Facilities
Renewal and extension of office accommodation	<ul style="list-style-type: none"> Complete renovation work and reoccupation of 6/7 Old Palace Yard. 	2015/16	Director of Facilities
	<ul style="list-style-type: none"> Occupy and refit 5 Great College Street and conduct associated works in Millbank House. 	By July 2017	
	<ul style="list-style-type: none"> Undertake further feasibility/options appraisal studies on future use of Fielden House. 	2015/16–2016/17	

Decide on options for the future location of the Archives collection and services.

Business area	Deliverable	Target Date	Responsible
Archives	<ul style="list-style-type: none"> Continue work on the future of accommodation for the Parliamentary Archives. [jointly with the House of Commons] 	2015/16	Director of Information Services and Librarian

In the context of restoration and renewal, develop collections care and management programmes which balance preservation and public access goals.

Business area	Deliverable	Target Date	Responsible
Collections care and preservation	<ul style="list-style-type: none"> Continue uploading of collections to digital repository. [jointly with the House of Commons] 	2015/16	Director of the Parliamentary Archives
	<ul style="list-style-type: none"> Undertake prioritised digitisation projects in accordance with the Digitisation Strategy. [jointly with the House of Commons] 	2015/16	

Engagement

We will communicate and foster public engagement with the work of the House as an effective second Chamber at home and abroad

Use online channels to promote a recognisable corporate image for the House of Lords and to explain its work.

Business area	Deliverable	Target Date	Responsible
Online communications	<ul style="list-style-type: none"> Enhance House of Lords presence on the Parliament website. 	2015/16	Director of Public Information Director of the Parliamentary Digital Service

Develop effective interactions between members of the House and the public.

Business area	Deliverable	Target Date	Responsible
Media training	<ul style="list-style-type: none"> Continue to offer media training to select committee chairmen. 	2015/16	Director of Public Information
Communications	<ul style="list-style-type: none"> Develop and deliver new communications strategy (and social media strategy) for the next Parliament. 	2015/16	Director of Public Information

Explain the work of the House in its own voice through targeted outreach and educational programmes.

Business area	Deliverable	Target Date	Responsible
Joint services	<ul style="list-style-type: none"> Support establishment of the Education Centre. [jointly with the House of Commons] 	May 2015	Director of Public Information

Take advantage of commemorative events to enhance public understanding of the work of the House.

Business area	Deliverable	Target Date	Responsible
Commemorations	<ul style="list-style-type: none"> • Contribute to the 2015 Year of Parliament. [jointly with the House of Commons] • Contribute to programme of activities to mark the centenary of the Representation of the People Act 1918. [jointly with the House of Commons] • Contribute to programme of activities to mark the centenary of the First World War. [jointly with the House of Commons] 	<p>2015/16</p> <p>2015/16–2017/18</p> <p>2015/16–2017/18</p>	<p>Director of Public Information</p> <p>Director of Parliamentary Archives</p> <p>Director of Information Services and Librarian</p> <p>Director of Parliamentary Archives</p>

Partnership

We will play a full part in the functioning of the United Kingdom Parliament as a whole

Work jointly with the House of Commons Service, and where possible amalgamate, when doing so improves services or provides value for money and does not compromise our objectives or the House of Lords' voice.

Business area	Deliverable	Target Date	Responsible
Procurement	<ul style="list-style-type: none"> Develop a clear strategy for contract management across Parliament and resources to assist contract managers, including the establishment of a contract management community and accredited training. [jointly with the House of Commons] 	2015/16	Finance Director Director of the Parliamentary Procurement and Commercial Service
Shared services	<ul style="list-style-type: none"> Consider establishment of a Joint Investment Board. [jointly with the House of Commons] 	2015/16	Management Board
	<ul style="list-style-type: none"> Conduct a review of shared services. [jointly with the House of Commons] 	2015/16	Finance Director Management Board

Engage and exchange best practice with other Parliaments and Assemblies.

Business area	Deliverable	Target Date	Responsible
Inter-parliamentary assemblies and meetings	<ul style="list-style-type: none"> Prepare for the parliamentary dimension of the UK's presidency of the European Union in the second half of 2017. [jointly with the House of Commons] 	2015/16–2016/17	Clerk of Committees Reading Clerk (as Clerk of the Overseas Office)
Parliamentary strengthening	<ul style="list-style-type: none"> Continue to undertake Twinning Projects with other Parliaments. [jointly with the House of Commons] 	2015/16	Reading Clerk (as Clerk of the Overseas Office)
	<ul style="list-style-type: none"> Host Commonwealth Speakers Conference. [jointly with the House of Commons] 	January 2018	

Organisational Structure

The House of Lords Administration

Clerk of the Parliaments' Office

The Clerk of the Parliaments' Office supports the Clerk of the Parliaments in carrying out his functions and responsibilities and supports the Corporate Services functions of the Management Board. The Office also supports the Lord Speaker, Chairman of Committees, Clerk Assistant and Reading Clerk, and provides administrative support for the Audit Committee, the domestic committees (except the Information Committee), and the Management Board. The Office is also responsible for the Registrar of Lords Interests, internal communications, information compliance, internal audit, the Overseas Office and certain other corporate functions.

Parliamentary Services

Parliamentary Services is a grouping of four procedural offices:

- The *Committee Office* supports the select committees of the House with procedural and legal advice and the administrative support necessary to fulfil the committees' orders of reference.
- The *Journal Office* comprises the Registry, which maintains records of the membership and business of the House and compiles the Journals of the House; the Table Office, which advises members on the tabling of parliamentary business and produces the House of Lords Business document, including the Minutes of Proceedings; and the Printed Paper Office, which is responsible for providing documents required by members to discharge their parliamentary functions. The Office supports the House of Lords Commissioner for Standards.
- The *Legislation Office* supports the consideration and passage of primary public and private legislation, as well as secondary legislation, through the House.
- The *Official Report (Hansard)* provides overnight a substantially verbatim record of proceedings in the Chamber and Grand Committee as well as Written Answers and Written Ministerial Statements; transcripts of Select Committee evidence sessions are also produced.

Department of Information Services

The Department includes three offices:

- The Information Office produces and disseminates publications about the role and work of the House; manages contacts with the press and media; and provides an enquiry service for members, the public, press and staff.

- The *Library* provides research, information and bibliographic services which support the parliamentary functions of the House.
- The *Parliamentary Archives* (see below).

Black Rod's Department

Black Rod's Department is responsible for operational security in the Lords part of the parliamentary estate (in co-ordination with the House of Commons and subject to the strategic oversight of the Parliamentary Security Director); controlling access to the Chamber and the precincts of the House and maintaining order within them; organising all ceremonial occasions in the House and State Ceremonial events within the Palace; and the daily administration of the Queen's residual estate at Westminster. The Department considers requests for filming and photography, including the licensing of media activities, on the Lords part of the parliamentary estate and is also responsible for business resilience and continuity arrangements for the House. Recent changes to the governance of security in Parliament (as set out in the Introduction) will see Black's Rod's responsibility for operational security transferred to the Parliamentary Security Director in due course.

Department of Facilities

The Department includes two offices:

- *Property and Office Services (POS)* which manages the provision of accommodation and works services to members and staff.
- *Catering and Retail Services (CRS)* which is responsible for the provision of catering services to members and their guests, and to staff, and a gift shop for members, staff and guests.

The Department of Facilities is also responsible for the Parliamentary Safety Team, a shared service which is hosted by the House of Commons, in its work supporting the House of Lords Administration.

Human Resources Office

The Human Resources Office provides a personnel service for the Administration's staff (but not members' staff) and is responsible for the recruitment of staff, maintenance of the pay and grading systems and other conditions of service, pay negotiation and authorisation, training, superannuation, performance management and grievance and disciplinary matters.

With respect to the House of Lords, the Office is also responsible for the Health and Wellbeing Service, a shared service which is hosted by the House of Commons.

Finance Department

The Finance Department is responsible for providing accounting and financial services to the House, including financial management and administration; financial reporting; resource and cash management; payments to members, suppliers and staff; and accounting for receipts from members, staff and the public. It includes the Parliamentary Procurement and Commercial Service (see below).

Shared services and joint departments

A number of shared services are provided by one House on behalf of both, while a joint department provides ICT services (shortly to be extended to digital services). The most significant shared services are listed below. A complete list is available in the Lords Library Note referenced below.

Parliamentary Estates Directorate (PED)

Responsibility for the maintenance of the Palace and the parliamentary estate is a shared service, hosted by the House of Commons and provided by the Parliamentary Estates Directorate (led by the Parliamentary Director of Estates) and the Commons Department of Facilities. Expenditure on the Palace and the parliamentary estate is split between the Lords and Commons on a 40:60 ratio, or solely allocated to either House where appropriate.

Parliamentary Digital Service (PDS)

On 1 April 2015 a new joint Parliamentary Digital Service will bring together into a single organisation the management of all online and ICT services including both ICT services formerly managed by the joint Parliamentary Information and Communications Technology Department, and web services formerly managed by the Web and Intranet Service based in the Commons. Each House pays for its own ICT hardware and House-specific software, and the costs of PICT itself, split between the Lords and Commons on a 30:70 ratio.

Office of the Parliamentary Security Director

The Parliamentary Security Director (PSD) has executive responsibility for security for Parliament and gives strategic and policy direction on security issues to both Houses. He also manages the contract with the Metropolitan Police Service (MPS) for the provision of security across the parliamentary estate. Costs are split between the Lords and Commons on a 30:70 ratio.

Parliamentary Procurement and Commercial Service

The Parliamentary Procurement and Commercial Service provides a procurement and contract management support service for both Houses, and is hosted by the House of Lords. Costs are split between the Lords and Commons on a 30:70 ratio.

Parliamentary Archives

The Parliamentary Archives is a shared service, which provides an archive and records management service for both Houses, and is hosted by the House of Lords. Costs are split between the Lords and Commons on a 60:40 ratio.

The House Committee, domestic committees and the Management Board

Members of the House serve on a number of committees of the House of Lords concerned with the governance and work of the House. The House Committee is the principal member committee and sets the strategic and policy framework and financial limits within which the other four domestic committees, and the House's Administration, operate. The four domestic Committees are the Administration and Works Committee, the Information Committee, the Refreshment Committee, and the Works of Art Committee. Members also serve on the Audit Committee (with two external members) and the Joint Committee on Security.

The four domestic committees canvass the views of members and provide a forum within which they can consider House services. Within the financial envelope established by the House Committee, these committees propose rules and take decisions on a range of matters, including members' use of facilities and services, subject on occasion to agreement by the House.

The Management Board takes strategic and corporate decisions for the House Administration within the policy framework set by the House Committee. The Clerk of the Parliaments chairs the Board. The other members of the Board include the directors of key functions in the House of Lords. The senior external member of the Audit Committee also attends Board meetings.

More information about the organisational structure of the House of Lords is available on the Parliamentary website.¹⁰

¹⁰ Library Note LLN 2015/004, *The Governance and Administration of the House of Lords*: <http://www.parliament.uk/business/publications/research/briefing-papers/LLN-2015-004/the-governance-and-administration-of-the-house-of-lords>

Corporate Risks

The numbers in square brackets relate to the relevant strategic objectives/tasks listed in the Administration's Strategic Plan which is set out in the Introduction. The corporate risks were reviewed and revised at the end of 2014/15.

	Corporate Risk	Description	Owner
1	Governance	Failure to maintain effective governance arrangements between the Administration and members. [1]	Clerk of the Parliaments
2	Security	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. [1]	Parliamentary Security Director
3	Buildings & Facilities	Disruption to the strategic plan objectives as a result of: <ul style="list-style-type: none"> i. failure to deliver expected benefits of Restoration and Renewal programmes and projects on time and to budget; ii. failure to deliver expected benefits of Millbank Phase Three project on time and to budget; and iii. failure to comply with Health & Safety, Fire Safety or Environmental Management legislation. [1; 3 (a) to (d)]	Director of Facilities (with business continuity input from Black Rod)
4	Staff	Disruption to the strategic plan objectives as a result of failure to: <ul style="list-style-type: none"> i. be sufficiently agile to respond to changing demand for staff and skills; ii. comply with legal requirements relating to Human Resources and relevant best practice; iii. maintain effective employee relations and staff morale; and iv. maintain an effective partnership between the Human Resources office and managers in other offices to ensure implementation of HR policies and procedures. [1(d); 2(b)]	Director of Human Resources

	Corporate Risk	Description	Owner
5	Reputation	Failure by the Administration to safeguard the image and reputation of the House of Lords. [4(a) to (c); 5(b)]	Director of Information Services and Librarian
6	House of Commons	Disruption to the strategic plan objectives as a result of a failure to work effectively with the House of Commons. [3(a), (b), (d) and (e); 5(a) and (b)]	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, grouped under each of the Administration's strategic objectives. The measures were reviewed and revised at the beginning of 2014/15. Activity data related to these measures will be made available in the Annual Report for 2014/15, which is due to be published in July 2015.

What we measure		How we measure it
I Effectiveness		
IA	Member feedback on procedural services	Whether members say we are providing effective procedural services
IB	Key procedural documents and briefs	Whether we are producing the information that the House needs, on time and accurately.
IC	Use and timeliness of research services	How well we are providing timely and high quality research information which assists members in their parliamentary work
ID	Members' use of online service	How well we are encouraging members to use our online information and services
IE	Records management	Whether we are managing our information and records effectively
IF	ICT core network availability	Whether the ICT core network is reliable
IG	PDS response time and resolution time	Whether IT incidents are dealt with quickly and effectively
IH	Security preparedness	The extent to which the Administration, working with the Metropolitan Police, is prepared for attempts to breach the security of the Estate
II	Effectiveness of corporate contingency planning and business continuity	Whether appropriate plans are in place at corporate level and are effective when called into action
IJ	Effectiveness of Office contingency planning and business continuity	Whether appropriate plans are in place at Office level and are effective when called into action

2 Efficiency		
2A	Managing financial resources	Whether we manage financial resources effectively
2B	Processing payments and payroll	Whether we pay members, our suppliers and staff on time
2C	Making financial information available	Whether we make key financial information available, promptly
2D	Formal processes	Whether we complete formal processes on time, helping to indicate whether our management of staff is effective
2E	Staff sickness rates	Whether staff feel valued and positive, leading to high presence rates
2F	Staff turnover	Whether staff feel valued and positive, leading to low turnover rates
3 Restoration, Renewal and Stewardship		
3A	Resolution of reported works problems	Whether we deal with accommodation and facilities issues promptly
3B	Catering and Retail Services subsidy	Whether key support services are efficient, reducing subsidy and improving service delivery
3C	Parliament-wide environmental targets	Whether we are reducing our environmental impact: consuming less energy and water, and producing less waste
4 Engagement		
4A	Promptness of response to public inquiries	Whether we respond promptly to requests for information
4B	Response to FOI requests	To what extent we deal promptly and appropriately with FOI requests
4C	Speed of publication of Acts of Parliament	Whether we publish Acts of Parliament promptly after they receive Royal Assent
5 Partnership		
5A	Shared services covered by memoranda of understanding	Whether we work effectively with the Commons to manage shared services

The Board also receives quarterly updates on the following major programmes, projects and initiatives. This list was updated and agreed by the Board in July 2014 and is subject to change from quarter to quarter depending on developments across the Administration and Parliament as a whole.

Effectiveness

- Member communications initiative
- Parliamentary business programme
- Printing and publishing
- Implementation of changes to security governance
- Security Arrangements Renewal Programme (SARP)
- Relocation Contingencies Programme
- Future of Archives Accommodation
- Audio–Video Programme
- Telephony replacement
- Implementation of ICT Strategy
- Formulation/implementation of Digital Strategy

Efficiency

- Meet financial plan targets
- Continuous Improvement
- People Business Plan
- Review of pay and grading
- Preparation for 2015 pension changes
- 2014 Staff Survey

Restoration, Renewal & Stewardship

- Accommodation Strategy
- Cast Iron Roofs Programme/Project
- Fire Safety Programme
- Mechanical & Electrical Modernisation Programme
- Conservation projects
- Health and Safety Policy
- Catering & Retail Services Change Programme
- Millbank Phase Three

Financial Plan 2015/16–2017/18

Resource budget for next year

The resource budget for 2015/16 is £103.0m. This is £3.6m (3.6%) above the 2014/15 budget of £99.4m. Of this, £3.2m (3.2%) consists of an agreed transfer of shared costs between the two Houses of Parliament.

The House has a strategic commitment to “Make flexible use of resources to meet the House’s changing priorities”. The Financial Plan reflects this with major changes in the 2015/16 budget compared with 2014/15, which is set out in Table 2.

Table 2

Change	Increase	Strategic driver	Note
Cost-sharing ratios	£4.2m (costs transferred from Commons)	Partnership; increased commitment to digital services	
Pay and pension changes	£1.8m	Efficiency; risk (Staff)	
Non-cash – buildings depreciation and revaluation adjustments	£1.3m (of which £0.8m one-off arising from reoccupation of 6/7 Old Palace Yard)	Stewardship	
Loss of rent on 5 Great College Street	£1.2m	Restoration, Renewal and Stewardship	
Resourcing for change	£0.8m	Various	1
Printing and Publishing Programme	£0.6m (one-off, invest to save)	Efficiency, Effectiveness and Engagement	
Cyber security, network resilience, telephony, relocation	£0.7m	Effectiveness; risk (Security)	
TOTAL	£10.6m		
	Decrease		
Pension interest and volatility	(£6m) (transfer)	Public Sector Pensions Act 2013	2
Members' Finance	(£0.9m)	Demand-led	3
Intelligence and Security Committee of Parliament	(£0.7m) (transfer)		
Cleaning and Parliamentary Estates Directorate accommodation	(£1.0m) (transfer to Commons)	Partnership	
TOTAL	(£8.6m)		

NOTES

- 1 “Resourcing for change” refers to additional resource funding for changing circumstances including increased membership and attendance.
- 2 The House of Lords Staff Pension Scheme operates “by analogy” with the Principal Civil Service Pension Scheme. On 1 April 2015 the two schemes will merge and be transformed into a new set of arrangements under the Public Service Pensions Act 2013.
- 3 The budget for members’ finance assumes no change to the scheme of financial support for members. This will be reviewed during 2015/16 to reflect any changes arising from the review of members’ allowances at the end of this Parliament.

Budget for next three years

The three-year budget totals are as follows:

£m	2015/16	2016/17	2017/18
Resource	103.0	106.2	114.9
Capital	27.6	52.5	33.0

Full figures are attached (Tables 2 and 3).

The large increase in capital budget in 2016/17 is for a project to refurbish 5 Great College Street. The large increase in resource budget in 2017/18 allows for a revaluation adjustment when that project is complete. The budgets of the Committee Office and Overseas Office reflect the UK’s EU Presidency in the second half of 2017; the indicative budget for Parliament as a whole is £1m, shared equally between the Houses.

Financial remit and savings

The House’s Strategic Plan includes the following strategic task:

Efficiency To make best use of human, physical and financial resources we will:

- (a) Make flexible use of resources to meet the House’s changing priorities.
- (b) Recruit and retain good staff and make best use of pay and reward to that end.
- (c) Adhere to the savings target of not increasing the resource budget in real terms (compared with 2010/11), subject to the need to maintain the ability of the House and its Members to carry out their parliamentary functions in changing circumstances including increased attendance.
- (d) Continuously seek to improve value for money and to identify inefficiencies and waste.

The commitment at (c) constitutes the House's financial remit. It dates back to 2010 and so far the House has more than met it. Resource budget and out-turn have been broadly flat in cash terms. This amounts to a 15% budget saving in real terms comparing 2010/11 with 2014/15, despite a 10% increase in average attendance by members comparing 2010/11 with 2013/14 and opening a new building. Lords staff pay was frozen from 2010 to 2012 (senior pay 2009–2013). The Lords has halved printing costs (£3.5m in 2009/10, £1.8m in 2013/14). The Lords has almost halved the net cost of its catering and retail service (£2.0m in 2007/08, £1.2m budgeted for 2015/16); the aim is to drive it below £1m. The Lords was a partner in the House of Commons Savings Programme, particularly in relation to ICT, income generation from visitor tours and other shared services. The Lords is a partner in managing security costs, which have been level in cash terms since 2010. And Parliament's new Continuous Improvement initiative is working across both Houses.

The financial remit implies a resource control total consisting of the 2010/11 resource budget (£102m) inflated by September's 12-month CPI¹¹ and further adjusted if necessary to give the maximum resource budget compatible with the financial remit. The resource control total is £118m for 2015/16, £120m for 2016/17 and £122m for 2017/18.

Investment

Parliament's Medium–Term Investment Plan (MTIP) follows below. It brings together investments in the Estate, ICT and Restoration and Renewal of the Palace of Westminster. The House of Lords shares appear in the Estates & Works budget and the ICT budget. Lords figures for 2018/19 are indicative.

Notes on tables

Table 3 breaks the figures down by function, table 4 by budget.

In Table 3, "Strategically Managed Administration" contains central provision for business cases not yet approved and other significant costs which are expected to arise. "Other Shared Services" covers services shared with the Commons other than the Parliamentary Estates Directorate and the Parliamentary Digital Service.

In Table 4, "Information Shared Services" covers the Lords shares of the costs of Broadcasting, Education, Outreach, Visitor Services, the Web and Intranet Service and the Curator of Works of Art. "ICT" covers ICT-related investment programmes (see Medium–Term Investment Plan) and ICT for members of the House.

¹¹ 2010 3.1%, 2011 5.2%, 2012 2.2%, 2013 2.7%, 2014 1.2%. 2% assumed for future years

Assumptions and sensitivity

The Financial Plan assumes 135 sitting days in 2015/16, 145 in 2016/17 and 140 in 2017/18. The cost of an extra sitting week, and the annual cost of an increase of 15 in average attendance, would each be around £600k. An additional unit of committee activity, and 1% on staff pay, would each cost around £250k per annum.

Table 3

HOUSE OF LORDS				
FINANCIAL PLANS 2015/2016, 2016/2017 AND 2017/2018				
	ANNUAL ESTIMATE 2014/2015	TOTAL FOR 2015/2016	TOTAL FOR 2016/2017	TOTAL FOR 2017/2018
Capital Investment	£21,500,606	£27,602,045	£52,471,323	£33,035,295
External Services	£11,476,290	£12,025,109	£11,792,266	£12,659,149
Grants	£1,513,530	£1,478,261	£1,498,322	£1,518,785
IT and IS Services	£4,034,528	£5,977,236	£5,635,777	£5,678,978
Strategically Managed Admin Cost	£1,525,000	£810,000	£690,000	£690,000
Members Finance	£22,614,050	£21,739,050	£23,762,050	£23,081,050
Non Cash Costs	£6,782,000	£8,062,200	£7,957,000	£15,076,600
Office Supplies	£389,878	£441,832	£546,561	£543,561
Publicity and Exhibitions	£247,408	£336,958	£277,358	£277,358
Printing and Publications	£2,825,540	£2,588,859	£1,473,769	£1,473,288
Catering and Retail Services Trading Costs	£1,973,641	£1,828,709	£1,907,294	£1,913,750
Reserves	£1,829,000	£4,357,000	£5,794,000	£6,889,000
Receipts	(£7,421,429)	(£4,500,517)	(£4,661,182)	(£4,686,405)
Staff Costs	£31,468,015	£27,172,182	£26,917,056	£27,022,820
Other Shared Services	£2,630,024	£1,576,349	£1,456,324	£1,246,474
Works Current Expenditure	£17,524,013	£19,061,013	£21,175,813	£21,565,313
GRAND TOTAL	£120,912,094	£130,556,286	£158,693,731	£147,985,016
Resource Total		£102,954,241	£106,222,408	£114,949,721
Capital Total		£27,602,045	£52,471,323	£33,035,295

Table 4

HOUSE OF LORDS				
FINANCIAL PLANS 2015/2016, 2016/2017 AND 2017/2018				
	ANNUAL ESTIMATE 2014/2015	TOTAL FOR 2015/2016	TOTAL FOR 2016/2017	TOTAL FOR 2017/2018
Clerk of the Parliaments' Office	£2,662,058	£2,562,047	£2,505,975	£2,461,707
Lord Speaker's Office	£324,934	£333,675	£341,675	£333,675
Finance Department	£1,567,580	£1,660,220	£1,594,525	£1,598,700
Members' Finance	£22,383,400	£21,487,000	£23,530,000	£22,849,000
Committee Office	£4,491,125	£3,949,766	£4,025,766	£4,276,916
Overseas Office	£1,388,937	£1,424,320	£1,455,881	£1,576,344
Human Resources	£1,099,141	£1,352,451	£1,129,001	£1,177,001
Superannuation	(£1,310,443)	£37,063	£37,063	£37,063
Hansard	£2,264,216	£2,260,279	£2,117,409	£2,048,042
Journal Office	£2,178,177	£2,847,108	£1,806,644	£1,800,524
Library	£2,651,423	£2,687,894	£2,675,994	£2,675,394
Information Office	£864,369	£1,123,763	£1,075,363	£1,072,963
Information Shared Services	£2,532,200	£3,229,800	£3,274,800	£3,274,800
Legislation Office	£1,372,998	£1,388,272	£1,300,572	£1,265,272
Parliamentary Archives	£1,089,767	£1,025,783	£1,088,743	£1,480,183
ICT	£2,448,000	£3,868,000	£3,311,000	£2,988,000
Catering and Retail Services	£1,091,270	£1,210,221	£1,169,570	£1,126,850
Department of Facilities	£1,943,935	£1,778,235	£1,781,633	£1,800,333
Black Rod's Department	£1,275,604	£1,368,854	£1,349,804	£1,349,154
Security Costs	£10,060,800	£9,527,136	£9,444,236	£9,484,236
Postal Charges	£624,500	£1,052,354	£1,050,354	£1,050,354

HOUSE OF LORDS				
Estates and Works	£42,197,813	£50,576,813	£78,230,613	£60,272,113
Parliamentary Digital Service	£4,844,090	£7,745,102	£7,819,980	£7,619,262
Centrally Held Budgets	£10,866,200	£6,060,130	£6,577,130	£14,367,130
GRAND TOTAL	£120,912,094	£130,556,286	£158,693,731	£147,985,016

Medium–Term Investment Plan: Investing in Parliament 2015–19

House of Commons and House of Lords

<p>The House of Commons and House of Lords plan to invest £743m (capital £676m, resource £67m) over the next four years to help maintain and improve the UK Parliament for tomorrow and beyond</p>		
<p style="text-align: center;">ICT portfolio £32m (capital £10m, resource £22m)</p> <p>Technology supporting the business of Parliament and meeting user needs through digital delivery</p>		
<p><i>Digital Parliament</i></p> <p>Digital solutions that improve how Parliament works and its accessibility to the public, including by digitising business material and audio–visual content</p> <p>£16m</p>	<p><i>Digital Management</i></p> <p>Supporting business change through digital solutions for Parliament’s information services and back–office functions</p> <p>£11m</p>	<p><i>Digital Platforms</i></p> <p>Developing the technology infrastructure and business processes on which digital services rely, including data management and telephony</p> <p>£5m</p>
<p>Estates portfolio £455m (capital £411m, resource £44m)</p> <p>Stewardship of the evolving Parliamentary estate of land and buildings including part of the Westminster World Heritage Site. Fitting out additional accommodation, refurbishing old buildings, conservation, fire safety, mechanical and electrical systems, security</p>	<p>Commons Northern Estate £235m (all capital)</p> <p>Renewing and unifying the Commons estate north of Westminster Bridge</p>	
	<p>Restoration & Renewal £21m (capital £20m, resource £1m)</p> <p>Towards restoring and renewing the Palace of Westminster for the next generation</p>	
<p>The two Houses are also investing in developing their people through the House of Commons People Strategy and the House of Lords People Business Plan</p>		

Estates Portfolio – Capital

	Commons		Lords		Parliament									
	2016/17		2017/18		2018/19		2015/16		2016/17		2017/18		2018/19	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Accommodation	8,749.7	54,218.3	18,528.9	2,330.2	7,514.9	18,710.8	7,122.0	3,083.2	16,264.6	72,929.1	25,650.9	5,413.4		
Conservation	2,432.5	9,240.1	7,122.9	6,264.5	1,621.9	6,256.3	4,731.1	4,202.8	4,054.4	15,496.4	11,854.0	10,467.3		
Fire & Safety	6,895.0	14,727.5	5,742.7	4,039.3	3,341.7	6,472.2	3,828.5	2,195.2	10,236.6	21,199.6	9,571.1	6,234.6		
Lifts & Escalators	687.0	3,795.0	3,615.0	3,615.0	458.0	2,530.0	2,410.0	2,410.0	1,145.0	6,325.0	6,025.0	6,025.0		
Mechanical & Electrical	5,097.5	3,017.4	288.4	224.5	3,394.2	1,953.1	120.1	249.7	8,491.7	4,970.5	408.5	474.2		
Other	391.4	519.5	185.4	233.4	130.9	332.1	123.6	126.0	522.2	851.6	309.0	359.5		
Roofs	5,695.4	7,655.0	8,684.5	12,872.9	3,783.7	5,103.3	5,789.6	5,244.2	9,479.0	12,758.3	14,474.1	18,117.1		
Security	100.1	104.7	49.5	125.5	66.8	69.8	33.0	83.7	166.9	174.5	82.5	209.2		
Broadcasting & Communications	409.5	387.2	409.2	90.9	253.2	254.8	272.8	60.6	662.7	642.0	682.0	151.5		
Adjustment for Inflation	–	8,994.0	16,518.0	23,008.9	–	3,308.1	2,869.6	2,802.4	–	12,302.1	19,387.6	25,811.3		
Risk and optimism bias	2,119.6	15,558.4	11,904.9	17,353.3	2,231.8	4,547.1	3,216.8	1,229.1	4,351.4	20,105.5	15,121.7	18,582.4		
Obsolescence Adjustment	(1,381.8)	(2,400.9)	(1,549.8)	(1,204.0)	(913.4)	(1,359.7)	(1,086.8)	(856.0)	(2,295.2)	(3,760.6)	(2,636.7)	(2,060.0)		
Project Leader Capitalisation	465.0	465.0	465.0	465.0	280.0	280.0	280.0	280.0	745.0	745.0	745.0	745.0		
Total	31,660.8	116,281.1	71,964.6	69,419.5	22,163.5	48,458.0	29,710.2	21,111.0	53,824.4	164,739.1	101,674.8	90,530.5		

Estates Portfolio – Resource

	Commons		Lords		Parliament							
	2015/16	2016/17	2017/18	2018/19	2015/16	2016/17	2017/18	2018/19	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Accommodation	1,362.0	203.7	–	–	936.0	85.7	–	312.0	2,298.0	289.5	–	312.0
Conservation	1,034.8	2,003.7	2,405.6	2,484.9	258.4	2,235.8	1,988.7	1,806.6	1,293.2	4,239.5	4,394.3	4,291.5
Fire & Safety	0.0	–	–	–	0.0	–	–	–	0.0	–	–	–
Lifts & Escalators	0.0	–	–	–	0.0	–	–	–	0.0	–	–	–
Mechanical & Electrical	1,440.6	30.0	–	12.0	960.4	20.0	–	8.0	2,401.0	50.0	–	20.0
Other	2,651.0	2,286.6	2,304.7	2,297.5	1,341.3	1,321.8	1,290.5	1,282.4	3,992.3	3,608.4	3,595.2	3,579.8
Roofs	0.0	–	–	–	0.0	–	–	–	0.0	–	–	–
Security	24.0	–	–	–	16.0	–	–	–	40.0	–	–	–
Broadcasting & Communications	0.0	–	–	–	0.0	–	–	–	0.0	–	–	–
Adjustment for Inflation	–	359.1	553.3	761.0	–	290.7	385.2	541.1	–	649.8	938.5	1,302.1
Risk and optimism bias	128.7	333.4	320.8	320.8	155.1	222.3	213.8	213.8	283.9	555.7	534.6	534.6
Reduction to match baseline	(396.0)	(1,285.3)	(1,931.9)	(2,223.8)	–	–	–	–	(396.0)	(1,285.3)	(1,931.9)	(2,223.8)
Obsolescence Adjustment	1,381.8	2,400.9	1,549.8	1,204.0	913.4	1,359.7	1,086.8	856.0	2,295.2	3,760.6	2,636.7	2,060.0
Total	7,626.9	6,332.2	5,202.3	4,856.4	4,580.6	5,536.0	4,965.1	5,019.9	12,207.5	11,868.1	10,167.4	9,876.3

Notes on programmes

Accommodation: Refurbishment of 7 Millbank, 6/7 Old Palace Yard and the West Front of the Palace of Westminster, all of which require work due to their condition, and 5 Great College Street which will be brought into use for the first time for the House of Lords following refurbishment and integration with Millbank House. The Parliamentary Estates Directorate will also fit out the newly acquired 39 Victoria Street for the House of Commons.

Conservation: Completing conservation works in Westminster Hall, continuing the replacement of encaustic tiles in the Palace of Westminster, commencing stone conservation in the Palace courtyards, refurbishing the Elizabeth Tower and the Chapel of St Mary Undercroft and carrying out essential repairs to historic windows throughout the Palace.

Fire & Safety: Works in the Palace of Westminster will mitigate risks to life safety in advance of the Restoration and Renewal Programme. Works of a similar nature across the remainder of the Estate will be completed by December 2018 and will also include measures for property protection.

Lifts & Escalators: Refurbishment of passenger lifts across the Estate, prioritising those with obsolete control equipment or a history of recurring breakdowns.

Mechanical & Electrical (M&E): Reducing the risk of failure (e.g. Medium Term M&E programme in the Palace of Westminster), increasing the resilience of services (e.g. Northern and Southern Energy Centres) and improvements (e.g. replacing Lords Chamber air extractor).

Roofs: Refurbishing the cast iron roof and flat roofs on the Palace of Westminster, supporting ongoing investigations into the atrium roof of Portcullis House and improving Portcullis House's bronze roof.

Security: upgrades and extensions of security systems and equipment, further mitigation of risks such as vehicle-borne IEDs, and generally improving the physical measures which ensure a secure and safe working environment for Parliament.

Broadcasting & Communications: improvements to the Annunciator and Division Bell systems, developing a programme of works to replace sound systems in the Committee Rooms and replacement of some electronic signage.

ICT Portfolio

Resource	Share	2015/16				2016/17				2017/18				2018/19			
		HOC	HOL	Total £000s	Commons £000s	Lords £000s	Total £000s	Commons £000s	Lords £000s	Total £000s	Commons £000s	Lords £000s	Total £000s	Commons £000s	Lords £000s		
Digital Parliament																	
Parliamentary Business Programme	70	30	1,165	816	350	1,006	704	302	1,444	1,011	433	1,669	1,168	501			
Audio Video Programme	60	40	370	222	148	804	482	322	874	524	350	874	524	350			
			1,535	1,038	498	1,810	1,187	623	2,318	1,535	783	2,543	1,693	850			
Digital Management																	
Information Services Programme	70	30	562	393	169	1,247	873	374	1,240	868	372	1,765	1,236	530			
Corporate Services Programme	Various		680	643	37	476	476	-	467	467	-	467	467	-			
Facilities Programme	70	30	468	328	140	1,102	771	331	168	818	350	1,090	763	327			
			1,710	1,364	346	2,825	2,120	705	2,875	2,153	722	3,322	2,466	857			
Digital Platforms																	
Enabling Technology Programme	70	30	487	341	146	460	322	138	400	280	120	-	-	-			
Telephony	70	30	1,141	799	342	374	262	112	-	-	-	-	-	-			
			1,628	1,140	488	834	584	250	400	280	120	-	-	-			
Central developing staff	70	30	120	84	36	-	-	-	-	-	-	-	-	-			
Risk held centrally	70	30	337	236	101	-	-	-	-	-	-	-	-	-			
Total implementation costs			5,330	3,861	1,469	5,469	3,891	1,578	5,593	3,968	1,625	5,865	4,158	1,707			
Contingency			-			21	15	6	57	40	17	(102)	(71)	(31)			
Control total			5,330	3,861	1,469	5,490	3,905	1,585	5,650	4,008	1,642	5,763	4,087	1,676			

Capital	Share	2015/16				2016/17				2017/18				2018/19			
		HOC	HOL	Total £000s	Commons £000s	Lords £000s	Total £000s	Commons £000s	Lords £000s	Total £000s	Commons £000s	Lords £000s	Total £000s	Commons £000s	Lords £000s		
Digital Parliament																	
Parliamentary Business Programme	70	30	50	35	15	50	35	15	50	35	15	50	35	15			
Audio Video Programme	60	40	1,996	1,198	798	2,411	1,447	964	1,403	842	561	1,374	824	550			
			2,046	1,233	813	2,461	1,482	979	1,453	877	576	1,424	859	565			
Digital Management																	
Information Services Programme	70	30	–	–	–	–	–	–	–	–	–	65	46	20			
Corporate Services Programme	Various		72	72	–	–	–	–	–	–	–	–	–	–			
Facilities Programme	70	30	31	22	9	59	41	18	60	42	18	30	21	9			
			103	94	9	59	41	18	60	42	18	95	67	29			
Digital Platforms																	
Enabling Technology Programme	70	30	–	–	–	–	–	–	–	–	–	–	–	–			
Telephony	70	30	2,050	1,435	615	–	–	–	22	15	7	22	15	7			
			2,050	1,435	615	–	–	–	22	15	7	22	15	7			
Total capital costs			4,199	2,761	1,438	2,520	1,523	997	1,535	934	601	1,541	941	600			

Notes on programmes

Parliamentary Business: The programme is supporting transition from paper-based procedural publications and processes through delivery of more effective digital services for members, staff and the public. It is developing new tools for Business Papers, the Official Reports and Committees, so as to deliver well-structured data and content that can be published, shared and reused easily, both within Parliament and externally.

Audio Video: The programme will enhance audio and video services across Parliament, begin digitisation of the video archive, introduce improved systems for access and distribution for broadcasting, and make high-quality searchable video of all procedural events available for download and sharing across all platforms.

Information Services: The programme will deliver three projects. The largest is a new system to book tours and events offered by Education Services. This will enable a significant increase in the number of students who visit the Education Centre. The other two projects will provide small enhancements to the current indexing and search solutions.

Corporate Services: The programme will deliver improvements to Finance, HR and Payroll systems and a new Time and Attendance system.

Facilities: The Facilities ICT Portfolio sets out to maintain the quality of existing ICT services, to provide new ICT capability to support the strategic goals of both Houses and their Facilities Departments and to continuously adapt and support new business objectives.

Enabling Technology: The programme is focused on introducing a step change in three key areas: capabilities, ownership and delivery of information and data. In 2015/16, the aim is to realise opportunities with audio and video content and people data; plan and complete the final phase of the Data.Parliament platform to ensure a robust and sustainable service; and continue work to identify information assets and their owners and make this information centrally available to inform and support key decisions throughout the programme.

Telephony: The current system, which provides 7,000 extension numbers across the Parliamentary Estate, is based on a platform which will become obsolete in 2017. The programme will deliver a new solution which is supportable for the foreseeable future.

Restoration and Renewal Programme

Tackling the significant work that needs to be done to preserve the Palace of Westminster and to ensure it can continue to serve as home for the UK Parliament in the 21st century.

	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s
Commons capital	3,000	3,000	3,000	3,000
Lords capital	2,000	2,000	2,000	2,000
Total capital	5,000	5,000	5,000	5,000
Commons resource	142	148	148	148
Lords resource	95	99	99	99
Total resource	237	247	247	247

House of Commons Northern Estate Programme

Significant refurbishment of four substantial 19th century buildings on the Commons estate north of Westminster Bridge.

	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s
Commons capital	4,380	19,660	96,000	115,160

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